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FILE

DD/S 64-5893

NOV 18 1964

MEMORANDUM FOR: Director of Personnel

Eck:

Attached is a memorandum from the Executive Director-Comptroller about the comments we submitted in response to some of the recommendations contained in the Inspector General's survey of the Office of Personnel, together with a note to Colonel White which I drafted based upon information given me [] in a telephone conversation.

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We must respond to Mr. Kirkpatrick's memorandum and I have attached my notes for whatever use they may be. Can you have a response ready for Colonel White signature by 25 November stated in such a way, hopefully, that we can close this out permanently?

Signed

[]

25X1

Special Assistant to the
Deputy Director for Support

2 Atts:

Att 1: Note to Col. White fm RHW dtd 5 Nov 64,
subj: IG's report of survey of the Office
of Personnel

Att 2: Memo dtd 28 Oct 64 to DD/S fm Ex. Dir,
same subject

SA-DD/S:RHW;nfa (18 Nov 64)

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5 November 1964

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Colonel White via Mr. [] and Mr. Bannerman []

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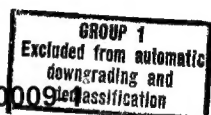
I have asked Personnel for a current reading on the actions taken in response to the Inspector General's Report of Survey of the Office of Personnel to which Mr. Kirkpatrick refers in the attached memorandum.

Personnel seems to agree with Mr. Kirkpatrick that he sees in Recommendation No. 2 something which neither the Inspector General nor the Office of Personnel saw at the time the recommendation and reply were written. In response to Mr. Kirkpatrick's attached observations, Personnel believes that the hard look at clerical requirements is being accomplished and the first effects of it were reflected in the report sent forward last week projecting strength adjustments being made to reach the year-end goal. The hard look being taken at total requirements is forcing components to re-evaluate clerical requirements and focus on their precise definition. This process will necessarily continue at least until the reductions to meet ceiling are achieved.

The hard look and redefinition of requirements also serves to respond to paragraph 2 of Mr. Kirkpatrick's memorandum. Distinctions between positions requiring junior professional personnel and those requiring senior stenographic personnel are necessarily being refined. Whether errors of the past can be totally corrected as a part of the current adjustment exercise or not, the practice of rewarding long, competent, and faithful clerical service by promotion to junior professional positions must necessarily be curtailed for as long a period of time as we are forced to be conservative in our use of people. Personnel is currently experimenting in their own Career Service with a new approach to the identification of positions which will permit them to test the feasibility of managing the Career Service grade authorization in two parts. The review of positions necessarily a prerequisite to this type of proposal will also serve to identify precisely the clerical, technical, and professional positions in the organization. Further to this and in a somewhat different context, the progress we are making toward acquiring JOT professionals for assignment to junior administrative positions in the Clandestine Services, particularly overseas, effectively serves as a counteraction to the historical practice of meeting these requirements by promoting senior secretaries. The availability of people of this calibre for assignment to positions of this type offers an asset to clandestine operations which is already causing them to identify junior administrative positions which they were previously reticent about surfacing.

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The availability of counseling services has been publicized via the forum of the supervisory indoctrination programs which have now been offered to about 95 per cent of the Agency's supervisors. The Director of Personnel has included in each of his talks to these groups an invitation to supervisors to refer to his Office any and all problems or questions about this type of service which supervisors might have themselves or might have received from their subordinates. The total lack of response to this repeated open invitation causes the tentative conclusion that the availability of counseling services requires no further publicity but is already well known. Personnel would prefer to let well enough alone, but will prepare some publicity if necessary.

The regulations governing Hours of Work were put into the coordination process 30 October. Concurrences have been received from the IG, DD/S&T and the DD/I and I have the assurance of the General Counsel, BPAM and the DD/P that their responses will be in by the end of this week (6 November).


RHW

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LBKirkpatrick, ExDir			28 Oct.

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Executive Registry
64-6796/1

DD/S 64-5666

28 October 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's report of survey of the
Office of Personnel

REFERENCE : DD/S Memorandum to DDCI 5 October 1964,
same subject

1. I have read with interest the response to the IG survey of the Office of Personnel. I have a few comments which I believe might be useful in following through on the action on this survey. With regard to Recommendation No. 2 in which the IG suggests the Director of Personnel review clerical requirements in all components, it is my impression that the response is not directly to the point, or perhaps I see something in addition to what the inspectors saw. It is my suggestion that the Office of Personnel look behind clerical requirements, old as well as new, to insure that the requirement is justified. I am not at all sure in my mind that we make the most efficient and complete utilization of our clerical personnel, and I think careful analysis might reduce the requirements.

2. The response to Recommendation No. 8, in which it is suggested that the DD/S give priority to developing a cadre of trained and qualified administrative assistants, makes the comment that there are many positions in the Clandestine Services carrying the title Administrative Officer or Assistant which are in fact "senior stenographic and secretarial positions rather than junior professional Support positions." If this indeed is true, then I think steps should be taken to change the situation and to prevent this type of false positions title.

3. The response to Recommendation No. 9 on personnel counseling makes the comment that the counselling facilities are in being but not widely known. It doesn't say what is being done to make the knowledge of these counselling services widely known, and inasmuch as I

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agree that we have good counselling services I would urge that a campaign be undertaken to expand knowledge of their existence.

4. Finally, in the comment on Recommendation No. 12 the statement is made that the regulations on hours of work were delayed pending a determination of Agency policy about overtime. I am exceedingly concerned about our overtime policy and feel that we should immediately get a consistent Agency-wide policy which we are certain is in keeping with the Government system and can be supported both to the Bureau of the Budget and to the Congress. Would you take the necessary steps to expedite this and let's not coordinate it through the usual laborious and time-consuming system, but handle it at the highest levels directly.



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Lyman B. Kirkpatrick
Executive Director

cc: Inspector General

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